



Jersey Care
Commission

INSPECTION REPORT

Oakwell

**Care Home Service
(Short Breaks Centre)**

**Park Estate, Rue Des Genets
St. Brelade JE3 8EQ**

9 and 20 October 2020

THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014, all providers of care homes, home care and adult day care services must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 32 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

ABOUT THE SERVICE

This is a report of the inspection of Oakwell Short Breaks Centre which is a Children's Home. Oakwell is a five-bedroom bungalow in a quiet estate in St Brelade. It was refurbished in 2014, and has a fully equipped interactive sensory room, a hydrotherapy pool, and interactive communication systems for children.

There is a large open plan lounge / diner / kitchen, with direct access to the bedrooms and to the large garden. There is equipment available to support children with their mobility requirements such as tracking hoist systems, wet rooms and height adjustable baths, and wheelchair accessible vehicles.

Short breaks were previously known as respite care, and may include supporting a child or young person to attend a range of social activities (e.g. clubs, sports activities, swimming, youth club, cinema visits, zoo), or supporting a child or young person in their own home, or accessing nursery sessions, after school support and school holiday clubs. A Short Break may include overnight support at Oakwell.

The home became registered with the Commission on 4 December 2019.

Registered Provider	Government of Jersey Children's Services Accountable Officer: Mark Rogers (Director General Children, Young People, Education and Skills)
Registered Manager	Julie Osborne
Regulated Activity	A care home for children and young people's residential care (short breaks)
Mandatory conditions of registration	Type of care: nursing care, personal care, and personal support Category of Care: Children and Young People (0 to 18) Maximum number of care receivers at any one time: 5 Age range of care receivers: 0-18 years Maximum number of care receivers that can be accommodated in the following rooms: Rooms 1-5. One person in each room

Discretionary conditions	The registered manager must complete a Level 5 Diploma in Leadership and Management in Health and Social Care to be completed by 6 December 2022.
Dates of Inspection	9 and 20 October 2020
Type of Inspection	Announced
Number of areas for improvement	One

The Care Home is operated by Government of Jersey Children's Services and the registered manager is Julie Osborne.

At the time of this inspection, there were 14 children and young people receiving care from the service.

SUMMARY OF INSPECTION FINDINGS

This inspection was announced with some consideration of the restrictions imposed in response to the Covid-19 pandemic. The Children and Young People's Residential Care Standards were referenced throughout the inspection.¹

The Regulation Officer focussed on the following areas during the inspection:

- the service's Statement of Purpose and conditions on registration
- safeguarding children
- complaints
- safe recruitment and staffing arrangements (including induction, training, supervision, staffing levels)
- care planning (including nursing care)
- monthly quality reports.

There was one area for improvement identified during the inspection.

Overall, the findings from this inspection were positive, and there was evidence of care receivers being provided with a service that is safe, and which takes their wishes and preferences into account.

The service's arrangements for recruiting staff were satisfactory, and new staff could describe the checks that were undertaken prior to their employment being confirmed.

The number of care receivers and the records reviewed demonstrated that staffing numbers were adequate, and that staff were appropriately deployed within the service.

¹ The Children and Young People's Residential Care Standards and all other Care Standards can be accessed on the Commission's website at <https://carecommission.je/Standards/>

The use of child-centred care plans is identified as an area of good practice. The independent person has kept the quality of services provided by this service under regular review. Since April the registered manager has submitted her own quality-monitoring reports to senior management. These reports address the 15 Standards for Children and Young People's Residential Care. This Standard is well met.

INSPECTION PROCESS

Prior to our inspection visit, information submitted by the service to the Commission since the service became registered, was reviewed. This included any notifications and any changes to the service's Statement of Purpose.

Two Regulation Officers visited Oakwell on different days, 6 and 20 October. The second follow-up visit by a Regulation Officer who is a Registered Nurse was to meet with the three nurses who work as nurses and shift leaders in the home.

The Regulation Officers sought the views of three parents of children who use the service (their representatives) and spoke with managerial and other staff.

During the inspection, records including policies, care records, incidents and complaints were examined. On the first visit the Regulation Officer undertook a tour of the premises.

At the conclusion of both inspection visits, the Regulation Officer provided feedback to the Registered Manager.

This report sets out our findings and includes areas of good practice identified during the inspection and any areas for improvement identified.

INSPECTION FINDINGS

The service's Statement of Purpose and conditions on registration

The Care Home's Statement of Purpose was reviewed prior to the inspection visit. The Standards outline the provider's responsibility to ensure that the Statement of Purpose is kept under regular review and submitted to the Commission when any changes are made.

The Statement of Purpose for Oakwell was revised in October 2020 and continues to reflect the range and nature of services provided to care receivers as a Care Home and Short Breaks Centre. The Regulation Officer was satisfied that the provider / manager fully understood their responsibilities in this regard.

The manager was absent for the first three months of the year and during the Covid-19 lock down period (March/April). When back at work the manager worked from home and on a phased return to work. A deputy manager worked as the interim manager during this period.

For several months during the lockdown period, the home provided a reduced service. A series of 'keep in touch' telephone calls evidenced that staff morale was good, and children and parents were happy with the support being provided.

The Care Home is, as part of the registration process, subject to the following mandatory and discretionary conditions:

Conditions of Registration	<p><u>Mandatory</u></p> <p>Type of care: nursing care, personal care and personal support Category of Care: Children and Young People (0 to 18); Physical Disability; Learning Disability; Autism. Maximum number of care receivers: 5 at any one time Age range of care receivers: 0-18 years Maximum number of care receivers that can be accommodated in the following rooms: Rooms 1-5. One person in each room</p> <p><u>Discretionary</u></p> <p>Julie Osborne registered as manager of Oakwell Short Breaks Centre must complete a Level 5 Diploma in Leadership and Management in Health and Social Care by 6 December 2022.</p>
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Discussion with the manager and an examination of the records, provided confirmation that these conditions on registration were being fully complied with and will remain unchanged.

The manager advised the Regulation Officer that they have enrolled on a suitable Level 5 training course and are planning to complete this within the coming nine months.

The registered manager advised the Regulation Officer of a referral pathway that has been drafted and of plans to contribute to the training of social workers who will be making referrals to the service. Staff who contributed to the inspection expressed their willingness to become more involved in planning meetings with social workers.

Safeguarding (adults and children)

The Standards for Care Homes set out the provider's responsibility to ensure that care receivers feel safe and are protected against harm. This means that service providers should have robust safeguarding policies and procedures in place which are kept under review. Staff working in the service should be familiar with the safeguarding arrangements and should make referrals to other agencies when appropriate.

Children's Services staff receive training in safeguarding during their induction and on an on-going basis and the effectiveness of this is kept under review by the manager.

There were no safeguarding referrals to the Safeguarding Team made in the last 12 months.

The notifications to the Commission evidence that keeping children and young people safe has been prioritised and there is evidence that the skills and experience of the staff group have helped in achieving this.

Safeguarding incidents, referrals and notifications are reviewed as part of the service's monthly quality monitoring activity.

Children's Services have comprehensive Safeguarding (Safeguarding Board) policies and procedures that meet the requirements of the Commission's Regulations and Standards.

Complaints

The Standards for Care Homes set out set out the provider's responsibility to ensure that there are arrangements in place for the management of complaints. This means that care receivers should know how to make a complaint and what to expect if they need to make a complaint. The service's staff should be familiar with the complaints management procedures and service providers should closely monitor their implementation.

The service has a policy on complaints which has been made available to staff, care receivers and their representatives. A summary of the policy has been included in the Children/Young Person's Guide, together with information as to how children and young people can contact both the Children's Rights Officer and the Children's Commissioner.

There had been no complaints within the last 12 months.

The manager and staff are familiar with the service's complaints arrangements and staff have received training. There is a Complaints log which is kept up-to-date and there is evidence of appropriate oversight by the manager.

Parents spoken to during the inspection were familiar with the complaints process and knew how to make a complaint. Complaints are reviewed as part of the service's monthly quality monitoring activity.

Safe recruitment and staffing arrangements (including induction, training, supervision, staffing levels)

The safe recruitment of staff is an important element in contributing to the overall safety and quality of service provision. The Standards and Regulations set out the provider's responsibility to ensure that there are always suitably recruited, trained and experienced staff available to meet the needs of care receivers.

Children's Services has a policy on safe recruitment, which is in accordance with the Standards and Regulations. The examination of two staff files for the most recent recruitment at Oakwell evidenced that the manager has demonstrated a commitment to safe recruitment and is familiar with the service's recruitment policy.

For these members of staff, the records provided evidence of completed recruitment checklists, interview notes, references taken up, an offer letter, and induction.

However, for the remaining members of staff the manager was unable to provide such evidence of safe recruitment and advised the Regulation Officer that the information had not been made available to her.

Staff records (including application forms and checklists, interview notes, references and other documents), have not been transferred to the registered manager. This is an area for improvement.

The Statement of Purpose states that Oakwell is operated by a team of nurses and Residential Child Care Officers (RCCO's). There are 11.5 full time equivalent (FTE) staff posts.

There are three Nurses (Shift Leaders) eight (two are part time) Support Workers (RCCO2) and one part time housekeeper. There are also temporary (Bank) staff who work casual hours as required.

The staff list at the time of the inspection was in line with the Statement of Purpose. On the first visit the Regulation Officer met with the manager, one nurse and two RCCO's. On the second visit the regulation Officer met with the manager and three nurses.

The Regulation Officers were satisfied that there were appropriate numbers of experienced and qualified staff working at Oakwell.

The manager and provider are familiar with the list of areas of mandatory training set out in the Standards and arrangements are in place to meet this Standard.

There is a policy on staff supervision and appraisal which the manager and staff are familiar with. Records of staff supervision and performance reviews are maintained.

Staff members told the Regulation Officer that they were happy with the support and supervision which they receive. However, the manager felt that the policy and procedures could be improved to make the use of supervision and performance reviews more effective.

Care planning

The people to receive this service should have a clear plan of the care to be provided to them. This should be based on an assessment of their needs, wishes and preferences. The Standards and Regulations set out the provider's responsibility to ensure that care plans are person centred and kept under review. The staff delivering care should be familiar with the care plans and ensure that any changes in needs are communicated appropriately.

The Statement of Purpose states that Oakwell is accessed by children and young people with a range of additional needs, to include intellectual disability, physical disability, sensory impairments or life-limiting conditions. All the children have communication difficulties to varying degrees and require a range of support to meet their individual needs.

During the first inspection visit, the manager said that every child or young person has a person-centred support plan which is put together using information from the social worker's initial assessment. The support plan is co-produced with the child or young person (often with support from their family), and where appropriate, involves liaison with the school, health professionals, and others.

The plan sets out approaches based on participation, choice and independence: service requirements; core skills; sensory profile; autism profile; behaviour profile; health issues.

During the second inspection visit, the Regulation Officer (a Registered Nurse), met with the manager and the three staff members who are nurses and shift leaders.

The manager and nurses were able to demonstrate that the children being cared for at Oakwell have complex and frequently changing care needs.

These senior staff assess children prior to them using the service and draw up a very detailed plan of care including nursing care. The nurses also administer all of the children's medications, which provides an opportunity for a review of the medication dosage and prescription on a regular basis. The nurses are in charge of each shift and make clinical / nursing decisions about care needs.

Oakwell is sometimes involved in providing palliative care, and staff described how they are well supported to do this by colleagues from the Hospice and Family Nursing and Home Care (FNHC) teams.

There are currently 14 children receiving a service from Oakwell, with most children staying one night each week, and one child staying for two nights.

Staff explained that the staffing levels in the home are adjusted in accordance with the needs of the children being accommodated and that there are occasions where children need two qualified nurses to be there overnight. This means that temporary (bank) staff are sometimes used.

Family members spoken to during the inspection praised the staff for looking after their children well.

Each child or young person has an allocated key worker who is responsible for leading the review of the support plan, sometimes with the aid of a small core group of family and professionals. There are regular reviews of the placement by a social worker, or by an independent reviewing officer (IRO) for looked after children.

On both visits, the Regulation Officers examined support plans and discussed their use with the manager and with staff. The format of each short break plan has recently been changed to improve the way that the communication and the support needed for individual children and young people is described.

The introduction says:

“This booklet has been created to help you, and let others know how I am supported. This booklet should be used alongside my Session Plan. This booklet will help you get to know all about me.”

In the past ten months (since registration), the team have worked hard to achieve a consistent approach to session planning and individual support plans. The manager said she was pleased with the team’s efforts to improve, and that the next step is for the manager to work with her team to improve work on targets and goals.

The use of detailed and child friendly care plans is an area of good practice.

Monthly quality reports

The quality of care provision should be kept under regular review. The Standards and Regulations set out the provider’s responsibility to appoint a representative to report monthly on the quality of care provided and compliance with registration requirements, Standards and Regulations. The manager should be familiar with the findings of quality monitoring activity and any actions required to improve the quality of service provision.

The Regulations state that an Independent Person must report on the way the home is managed and the quality of care provided for the children.

Children’s Services appointed an Independent Person before registration to: interview in private children, parents, relatives, workers if they consent; look at premises and records, including care records (provided that the social worker and the child give their permission); visit unannounced; make recommendations for actions with timescales.

The Regulations also state that the registered manager and the registered provider must consider whether to act on any recommendations made by the Independent Person.

The Regulation Officer was able to read all of the reports completed since May 2019 prior to the inspection and noted that during the Covid-19 lockdown period, the Independent Person had not been able to visit the home. There was evidence however of discussions held with the registered manager and staff and requests for written information.

The Regulation Officer was satisfied that the Independent Person was regularly and appropriately reviewing the quality of care at the children's home.

In addition to the visits undertaken by the Independent Person, Children's Services commenced a system of internal quality monitoring in April 2020. This involves registered managers completing a template which references the Standards. The Regulation Officer reviewed reports that had been completed in June, July, and August and these provided a good account of how the Standards were being met, with appropriate references to good practice and areas for improvement.

This Standard is well met.

IMPROVEMENT PLAN

There was only one area for improvement identified during this inspection. The table below is the registered provider's response to the inspection findings.

<p>Area for Improvement 1</p> <p>Regulation 17 Workers</p> <p>Standard 7</p> <p>To be completed by: 3 months from the date of inspection (20th January 2021).</p>	<p>All existing staff HR records from past appointments are transferred to and kept by the registered manager.</p>
	<p>Response by registered provider:</p> <p>An audit was conducted recently of all permanent staff and fixed term contractors employed by the Residential Service since 1 January 2018. If during this time frame a Registered Manager was the hiring manager then they will have direct access to all HR records. In the event that they were not the hiring manager, then all information can be made available to them at short notice via the Government Human Resource team, where information is stored centrally.</p>

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.



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